

Operations - Site Management Staffing Model

Day 0

Q/I "Project Manager"

- Position Above Clinical & Operations Dir of Q/I Sites

Day 1+

Clinical Director of Q/I Sites

Clinical Team...

Day 2+

Operations Director of Q/I Sites [Mid/Senior Level]

- Overall non-clinical responsibility for all sites
- If needed on Day 1, same person staffs 1 x 40 hour/week Site Mgr Day Shift (7:30am-4:00pm)

Q/I Site Director {Mid+ Level}

- Overall Responsibility for non-medical operations at 1 Site
- May also staffs 1x40 hour/week Site Mgr Day Shift (7:30am-4:00pm)

Q/I Site Manager Shift Lead [Mid-Level]

- Overall responsibility for non-medical operations for 1 shift
- Responsible for complete hand-off to next shift
- Relevant for shifts with > 1 Site Mgr

Q/I Site Manager [Mid-Level]

- > 1/Shift, Shift Lead is senior
- Shared responsibility for site operations for that shift, including completing all reports, hard copy and electronic
- ***Key Tool: "Room/Bed Tracker" = online spreadsheet created by DHS-IT collecting all relevant data for all sites; accessible by all approved county and non-county personnel; provided real time data on room/bed status, as well as, necessary information for operations, not including HIPPA restricted data
- Responsible for complete hand-off to next shift

Site Manager Shifts

(Adjust for context)

All shifts include 30-minute break and 30-minute overlap with next shift

- Day: 07:30-16:00
- Swing: 15:30-24:00
- Night: 23:30-08:00*

* If low client census and short-staffed, you can leave Night Shift unstaffed

Week 2+

Q/I Operations Driver - Transport [Junior Level]

- Responsible for prescription delivery, inter-site inventory delivery, last minute purchase/delivery for site(s), and other "gopher" related tasks
- Provides own vehicle
- Cannot carry people for liability reasons

Week 4+

May be shorter if pandemic is spreading increasing

Operations Director of Q/I Site(s) [Mid/Senior Level]

**Assistant Operations Director of Q/I Site(s)
[Mid/Senior Level]**

- Will take on increasing levels of responsibility at the Operations Director level; allowing Director to work at sustainable rate over long term, i.e., relieve Director of 80+-hour work weeks
- Increase senior leadership capacity for 7/24 operation
- Share overall non-clinical responsibility for all sites
- If needed, will staff Site Manager shifts to provide training for new Site Managers and coverage for short-staffed shifts

Site Management Staffing Numbers Over Time

	Day 1+	Week 1+	Weeks 4-8	Month 3-4	Further Expansion
	1 – 2 Sites	1 – 2 Sites	2-3 Sites	2-4 Sites	4 – 8 Sites
	Up to ~200 Rooms/Beds	Up to ~200 Rooms/Beds	Up to ~300 Rooms/Beds	Up to ~400 Rooms/Beds	Up to 800 Rooms/Beds
Ops Dir. of Q/I Sites	1	1	1	1	1
Asst. Ops Dir. of Q/I Sites			1	2	2-3
Q/I Site Director	1/site	1/site	1/site	1/site	1/Site
Q/I Site Manager Day Shift	1-3/shift depending upon experience, site client census, site size, site complexity	Ditto	Ditto	Ditto	Ditto
Q/I Site Manager Swing Shift	1-2/shift depending upon experience, site client census, site size, site complexity	Ditto	Ditto	Ditto	Ditto
Q/I Site Manager Night Shift	0-1/shift depending upon experience, site client census, site size, site complexity	Ditto	Ditto	Ditto	Ditto
Q/I Operations Driver - Transport	1 asap	1	1-2	2	2

Site Types

	Hotel	Motel	Congruent – Large space with bunkbeds	County Owned Facility
Availability - Interested Owner	More sophisticated enterprises may see this as ideal opportunity to generate cash flow during difficult times; Less likely to extend contract when economic times improve			Simpler to find
Condition	Varied	Varied	Generally, more spartan	Varied
Cost	Likely the most costly	Varied	Lowest cost/client bed	Lower Cost/No Cost
Flexibility for Clients	Less flexible than Motel type as clients cannot sit outside their door to smoke or chat with a socially distanced neighbor			
Food Cold Storage	Likely ample	May be limited if there is no restaurant	Will likely be in place	Varied
Geographical Location	Many possibilities in county – increasing probably of NIMBY difficulty in increasingly affluent communities or near certain activities, e.g., schools	Many possibilities in county – increasing probably of NIMBY difficulty in increasingly affluent communities or near certain activities, e.g., schools	Restricted possibilities in county – increased probability of NIMBY difficulty	More limited than general market
HVAC	Likely to have the most sophisticated; may require more maintenance	Likely to be less sophisticated; may not provide enough heating/cooling in very hot or cold weather	Generic	Varied
Layout – Overall	Rooms are out of wight for staff	Rooms more accessible visually for staff	Often has the largest number of clients visually accessible to staff	Varied
Layout – Room	May have the widest range of room types and sizes			More limited than general market
Maintenance	Older structure = > input; if their maintenance staff are available, it is well	Older structure = > input; if their maintenance staff are available, it is	Lower maintenance, due to lower structural complexity	May be in the best condition, due to prior use and

	worth the cost of hiring them	well worth the cost of hiring them		county maintenance
Office Space	More likely to have greatest number and type	May be limited	Likely to have the lowest number and type	Varied
Parking	More likely to have most spaces	More likely to have less spaces	More likely to have lowest number of spaces	Varied
Preparation Time	More costly property = possibly less time	Less costly property = possibly more time	May require significant time if in bad condition	May be quickest
Security	Will likely require higher number of staff, due to building layout	More likely to require lower number of staff due to building layout	More likely to require least number of staff	Varied
Size	• Can have the greatest number of rooms	Likely to be smaller than hotel option	Can have a relatively large number of beds in a smaller space	More limited than general market
Staff Effort	Will likely be higher, due to elevators, lack of visual accessibility, more distance to walk	Will likely be lower, due to fewer floors, visual accessibility, less distance to walk	Will likely be lowest, due to sf/client	Varied
Storage	Likely to have greatest available sf of all types	Likely to have mid-low available sf and ability to add storage containers outside	Likely to have lowest available sf	Varied
WIFI	Physical network should already be in place	Physical network will most likely be in place	???	Physical network will most likely be in place

Contract Negotiations - Site

Key Lessons Learned

- Include maintenance if at all possible, particularly for standard items, such as electric door locks, common plumbing issues (clogged sinks, toilets and baths; faulty hot/cold water cartridge)
 - Arranging our own subcontractors for the variety of necessary work can be challenging and time consuming
 - Owner may have a difficult time finding staff and contractors that will come into a “dangerous” site, but they know who to call
- Agree on a description with photos of all damages, as otherwise you will be paying for years of wear and tear at the back end, for what was not documented up -front

Contract Negotiations - Vendors

Key Lessons Learned

- Get multiple bids, if at all possible; vendors will take advantage of the “dangerous” situation to quote high prices/fees
- Understand what you truly need, e.g., what is the true need for disinfecting rooms and public spaces; does it require extraordinary time and investment on the part of the vendor, or just minor modifications to standard procedures
- Include a relatively short notice period, to allow for reviewing costs and quality, turning to new vendors as needed
 - We changed our caterer and got a lower cost, better service and better quality meals
- Have staff who have some familiarity with general practices review contracts to make sure they cover all necessary items and follow general business practice and cost. In the rush of a pandemic, naïve staff may agree to unreasonable arrangements due to a lack of experience and understanding

Site Management Staffing Resources

Positions may be filled by two distinct groups of candidates:

1. **County Employees – Disaster Service Workers (DSW's)**
2. **Subcontractors** – LA County created a fiduciary relationship with a known nonprofit organization to facilitate hiring non-medical subcontracting staff and most purchasing (not including prescription medications, which generally went through county pharmacies or private pharmacies using client insurance)

NB: Hiring by the county required prohibitive lead times in a disaster/pandemic context.

Key Learning: Even with the increased flexibility of a non-county hiring entity, lead times for hiring individuals stretched to 4-8 weeks as the nonprofit itself could not increase its own staff fast enough to handle the rapid increase in HR related volume. We suggest addressing this possible bottleneck with the hiring agency asap.

Pros & Cons

	Pros	Cons	
County Staff – DSW	Large, experienced staff pool	Over time, some of the county departments did not want their better performers to continue to serve	
	Generally, at the beginning of the pandemic, individuals are motivated to help and do a good job	Over time, some DSW's who continued to serve had less admirable reasons for remaining, rather than returning to their regular county positions and showed increasingly poor work habits	
	Can access significant skills	Less flexibility regarding work assignments, e.g., can't work weekends or nights; overtime must be approved by relevant county department	
	Are accessed through county HR	Abide by county contracts, which may limit the type of work they can perform	
	Can be returned to their normal county position with relatively short notice by working with HR and relevant department	May bring poor work habits with them	
Subcontractors	Can be hired relatively quickly	Requires significant management oversight and input for identifying,	

		filtering, and interviewing candidates	
	Contracts can provide high level of agreed flexibility; e.g., shift length, shift time, type of work, movement among different positions	Many individuals may not want to work in an environment perceived, if not actually, dangerous	
	Can be hired for short term, renewable periods		
	Can be terminated relatively easily, based on changing context		
	May be repeat contractors, fulfilling one contract, moving to something unrelated and then returning to Q/I – can be highly desirable, as they are somewhat trained, experienced and known quantities		